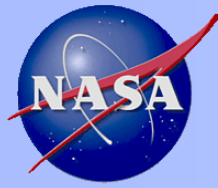


Business Service Assessment (BSA)

Update for the NAC Institutional Committee

March 2015



Business Services Assessment Purpose

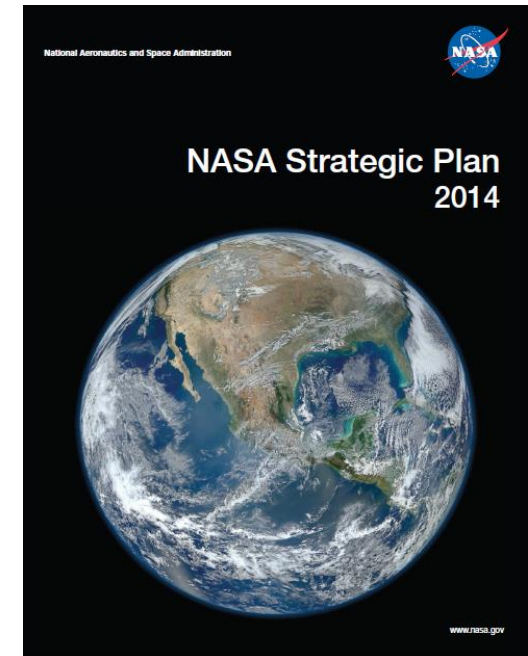
IMPERATIVE: Establish a more efficient operating model that maintains a minimum set of capabilities AND meets current and future mission needs.

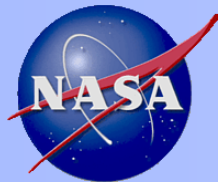
From the Agency's Strategic Plan:

Strategic Goal 3

Serve the American public and accomplish our Mission by effectively managing our people, technical capabilities, and infrastructure.

“... As part of this pursuit, we must ensure that our facilities, resources, and plans are sustainable. This means exploring new ways of doing business. We will advance our efficiency and sustainability through wise investments and innovative approaches to resource management, including divesting ourselves of infrastructure no longer needed, so that we can achieve our core mission within our budget”





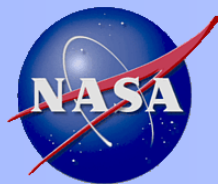
Completing the Puzzle

NEW AGENCY OPERATING MODEL

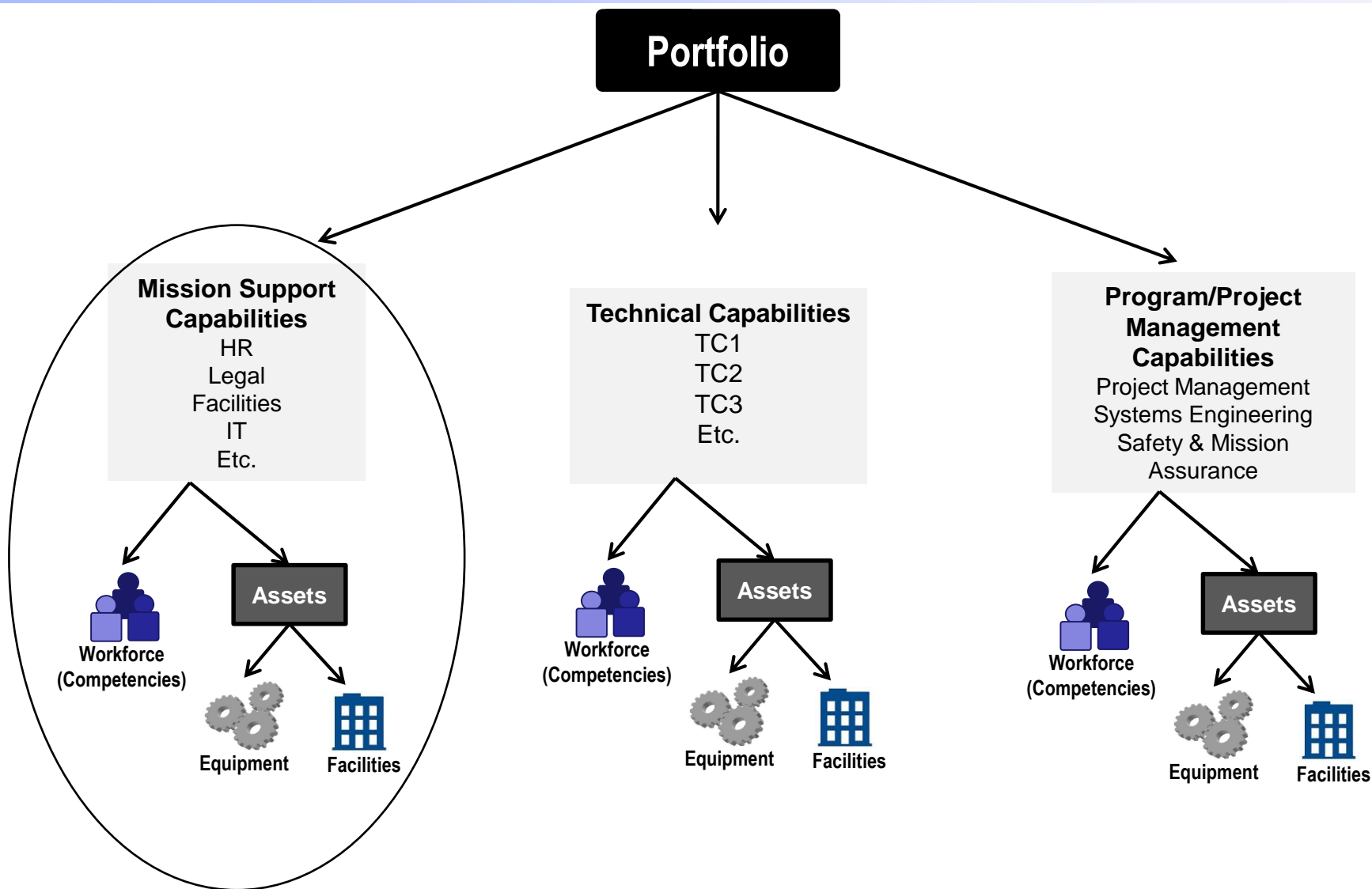


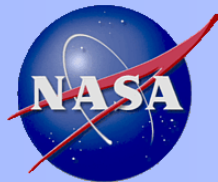
We are addressing this piece





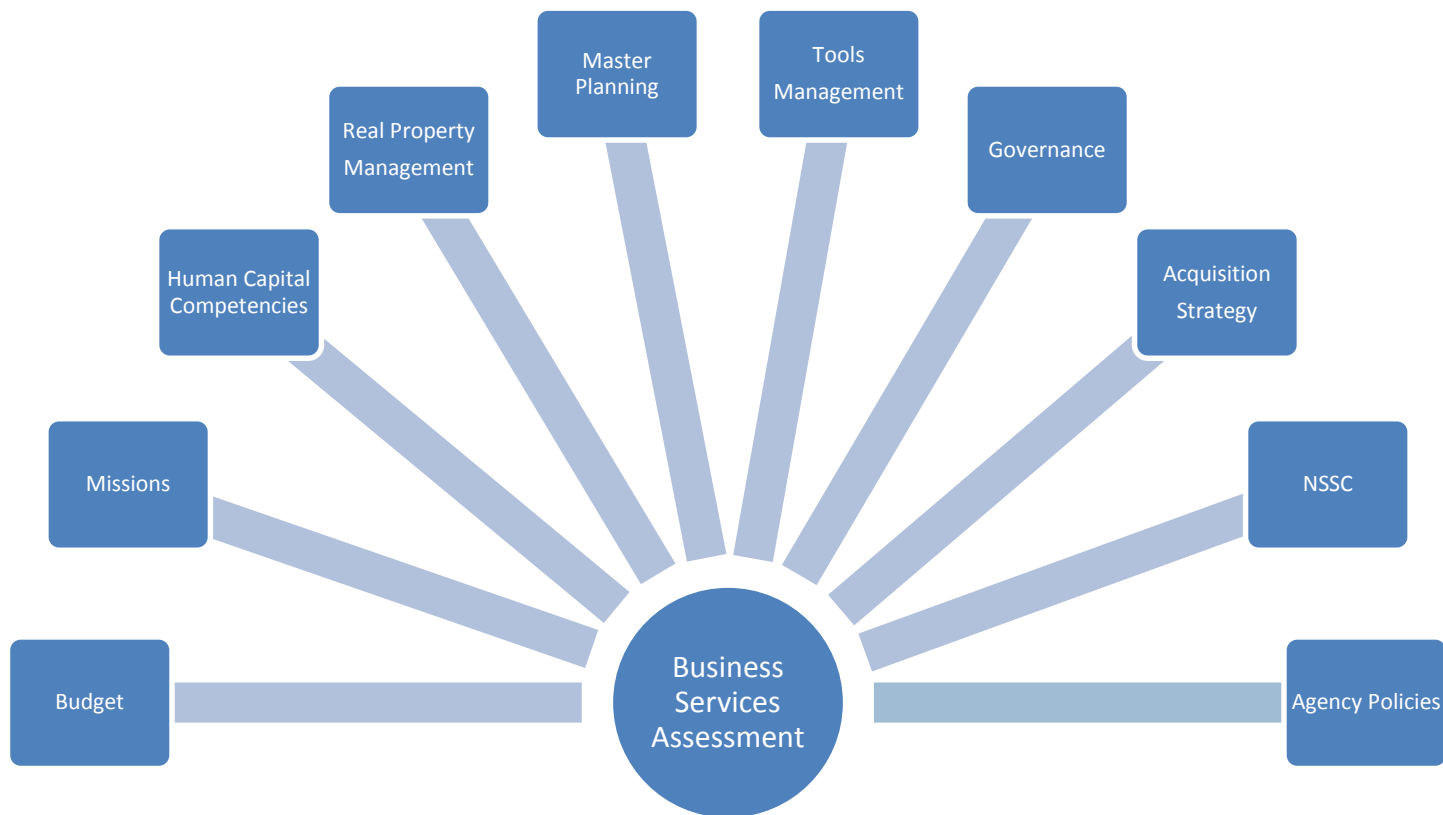
Capability Groups (What are we assessing?)

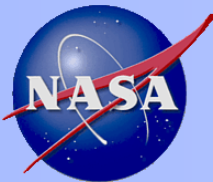




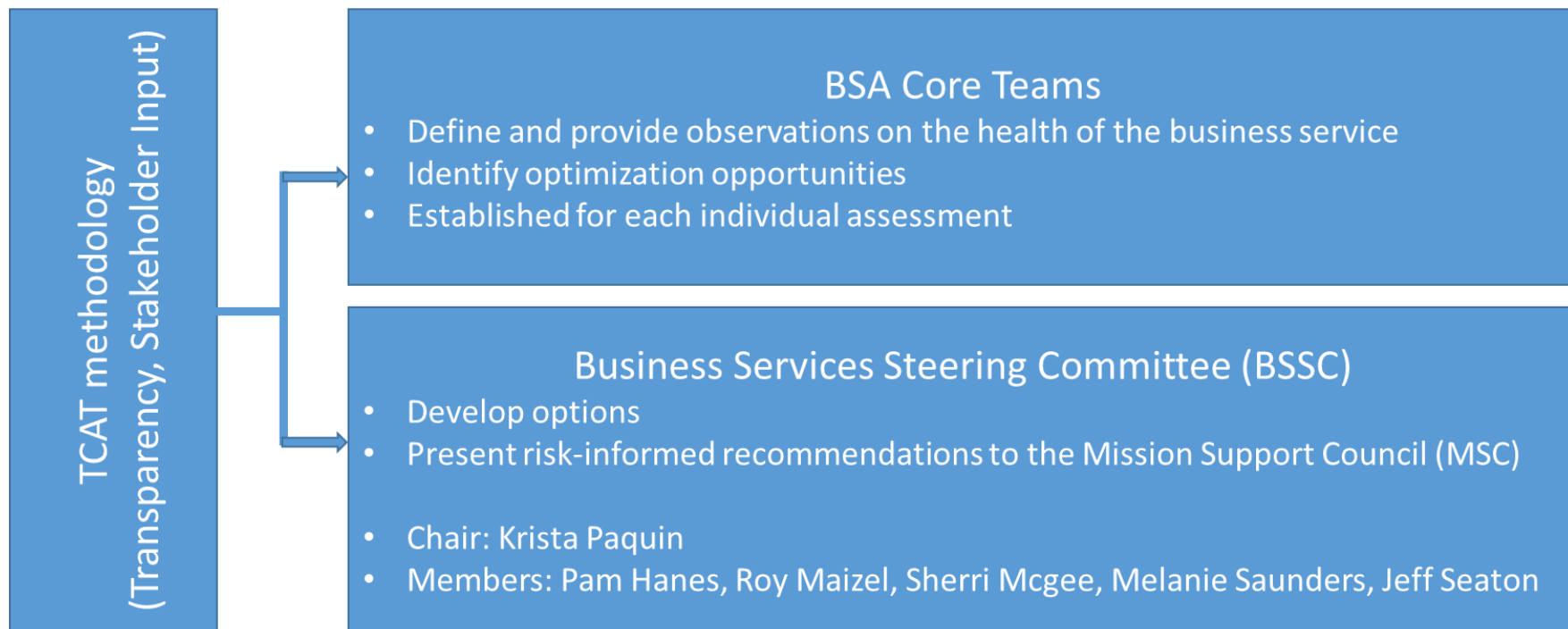
Connections within NASA

This assessment will impact the way we do business across the Agency





BSA Approach

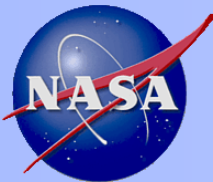


- **Health Assessment** - The service's current ability to meet current and expected future internal and external requirements soundly and reasonably, using the 9 sub-components for Health Assessment: BSL Comparison, Efficiency, Effectiveness, Performance, Reliability, OMB/Audit/Policy, Strategic Sourcing, Risk to Mission, and Dependencies.
- **Optimization Assessment** - The service's potential and return on investment for future optimization, using the 5 sub-components for Opportunity Assessment (future): Optimization Opportunities, Optimization Risk, Governance Model, Resources Requirements, and Barriers.



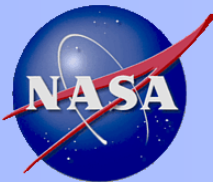
Ground Rules for Business Services Assessment Decisions

1. If there is *no NASA defined current or future need* or mandate/directive for a business service, consider divestment and/or reinvestment of resources.
2. If there is sufficient capability external to NASA and the service is *not inherently governmental*, consider divestment and external sourcing.
3. If there is *unnecessary duplication or excess capacity* for a business service across centers, consider divesting, reducing, standardizing and/or resizing the activities for centers participating in this business service.
4. *Agency approach* will be applied even when a business service capability is funded and managed predominantly by one Mission Directorate or Center.
5. If a business services capability is predominantly WYE, consider whether it should be resident within NASA or if the acquisition model should change, which would include a consideration of *strategic insourcing and outsourcing*.
6. While dispositioning a business service capability decision, it may be necessary to *consider new, modify, or request a waiver from existing policy*.
7. If there is a *gap or a new emerging business service capability* that is deemed core to the current or future mission, the Agency will apply savings from divestments to these strategic solution/capability areas where possible.



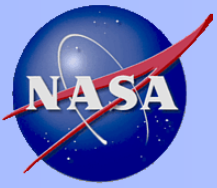
Success Criteria

- Maintenance of the business services to the extent and at the location(s) determined by the decision will result in:
 - Business services functioning as designed to optimally meet current and future missions.
 - Clear understanding of business services deployment for mission support.
 - Efficient and innovative monitoring (including interim performance criteria), managing and understanding of the solution/capability in relation to other capabilities within the portfolio and evolving Agency requirements.
- Balance of optimizing locally and globally
- Does not introduce unacceptable risk to the programs.
- Decisions are transparent and communicated internally and externally.
- Effective sharing of solutions/capabilities and collaboration across Centers and Mission Directorates.
- Where savings can be recouped, reinvestment strategies will seek to restore funding shortfalls and/or strengthen Agency business services.



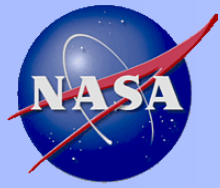
BSA Communications Strategy

- All-Hands letter from Robert demonstrating leadership support and how BSA fits into the new agency operating model (awaiting distribution)
- Website ready to deploy April 8th. Access through Non-Budget Action Team (NBAT) website. Provides links to presentations, videos, decision memos, scheduled activities and Week-at-a-Glance reports.
- Center Roadshows
 - Sessions are kicked off by Robert under the umbrella of the new operating model with BSA as one of the key NBA activities.
 - Second smaller f2f sessions with functional leaders at the centers.
 - JSC, GSFC complete.
- Briefings to leadership groups – Center CFOs, Procurement Officers, HC Directors, Master Planners, Industry Forum
- The “Hub” and other social collaboration forum.
- Updates at Agency Council meetings (SMC, NBA)
- Week at a Glance reports and Center/Mission Directorate POC meetings.



Status of IT Pilot

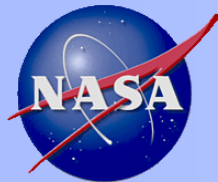
- Based on a preliminary assessment, the deep dive areas were down selected to the following IT Portfolio areas: Data Centers, Communications, End-User Services and IT Security. IT governance was also assessed.
- Core team conducted deep dive interviews with Centers and Mission Directorates.
- Core team held face to face summit with all Center and MD SMEs to confirm health, substantiate ratings, validate, enhance and categorize optimization opportunities.
- Core team provided observations provided with the following linkages:
 - Health Assessment to Optimization Assessment to Observations to Operating Model Options
- Core team presented findings to the BSSC and Agency CIO on March 9th and 10th.
- BSSC reviewed and discussed assessment results with the core team and solicited Agency CIO input.
- ***Heavy emphasis was placed on understanding and addressing the requirements of FITARA (next slide).***
- BSSC developed “Options” to address issues and opportunities distributed to stakeholders on 3/17. Comments submitted and under review.
- Recommendations due to the MSC April 16, 2015.
- Lessons learned will inform 2015 assessments.



H.R.1232 - Federal Information Technology Acquisition Reform Act (FITARA)

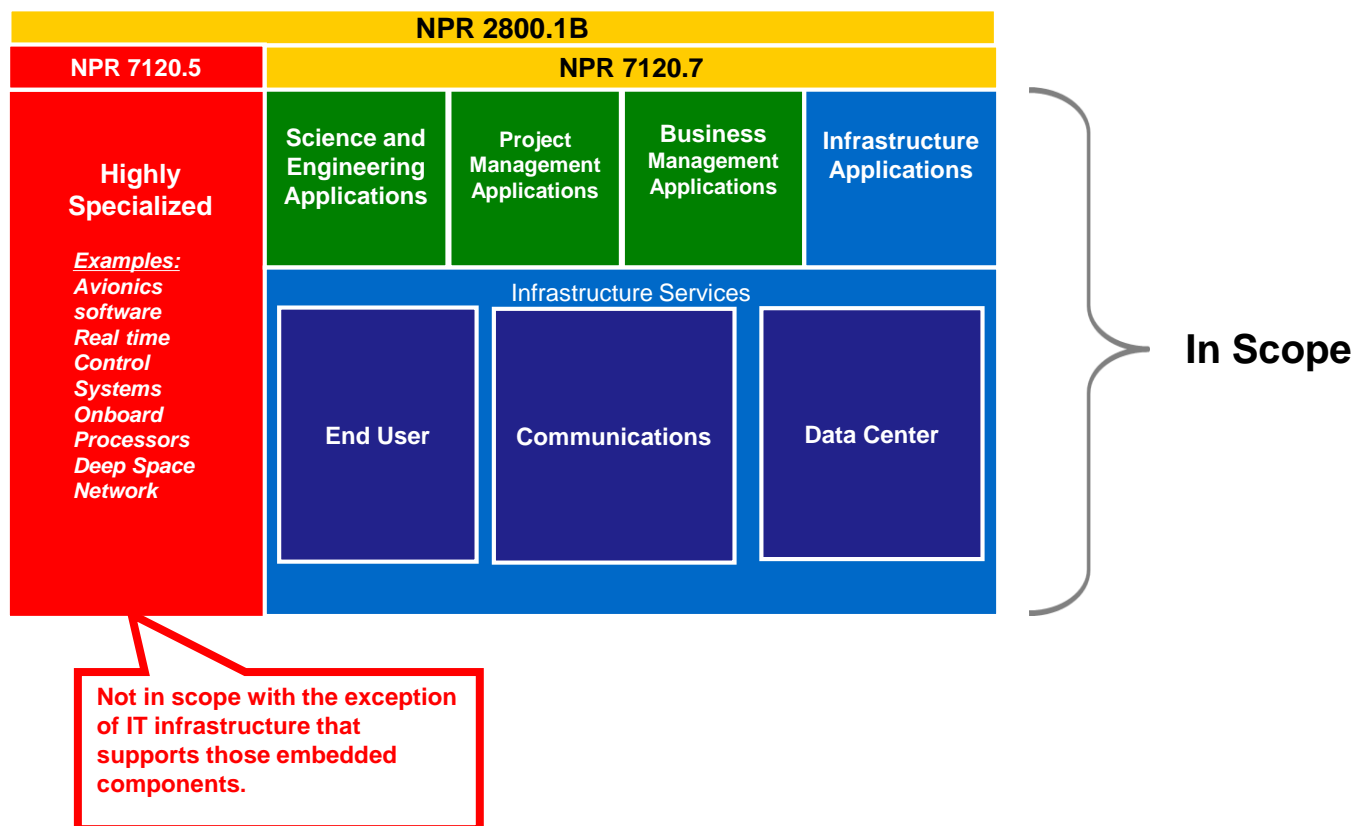
Law in effect that requires agency CIOs to have a significant role in (IT) decisions, including annual and multi-year planning, programming, budgeting, execution, reporting, management, governance, and oversight functions. OMB will be issuing agency guidance with the following objectives:

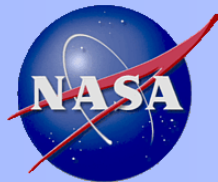
- Ensure IT investments align with Agency mission, goals and programmatic priorities
- Establish government wide IT management controls that will meet FITARA requirements while providing agencies with the flexibility to adapt to agency processes & unique mission requirements
- Provide guidance for the establishment of an inclusive governance process that will enable effective planning, budgeting, and execution for IT investments.
- Establish the common baseline roles, responsibilities and authorities of the agency CIO and other senior agency officials in managing IT as a strategic resource
- Strengthen accountability for IT cost, schedule and performance.
- Provide transparency on IT resources across entire departments/agencies and programs
- Ensure consistent government-wide implementation of FITARA.
- Summary: CIO accountability is enabled through VISIBILITY, INVOLVEMENT and APPROVAL.
- Agencies will have 60 days after issuance of OMB memo to develop a plan for implementing FITARA by Dec 2015. Conduct self-assessment within 30 days and update annually.



Scope of IT Pilot Assessment

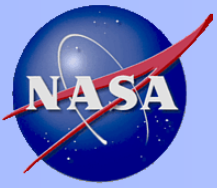
NASA's IT environment is organized into three major areas: IT infrastructure services, IT applications, and "Highly Specialized" IT, such as the technology that supports real-time control systems and onboard avionics.





Key Questions to Address

Key Issues to Address as Required per Decision	Supporting Facts as Required per Decision
<ul style="list-style-type: none"> Where does the business services capability exist today? How does the existing business services capability match capacity requirements? What is the condition of the existing business services capability (poor, satisfactory, good, state of the art)? How do current service levels compare to Baseline Service Level objectives and external benchmarks? Are there gaps in current Agency enterprise service offerings that the centers must fill? 	<ul style="list-style-type: none"> BSA assessment based on FTE and WYE levels by Center; physical infrastructure data; observations on requirements and deployment, to include business services performed within programs. Provide any BSA observations on capacity/throughput from Center input. Independent review initiated by BSSC, as needed. Updated Baseline Services Level data comparisons.
<ul style="list-style-type: none"> What is the current funding by Agency, Center, or Program? What contracts are in place for the provision of services? What additional cost analysis helps to inform this decision? 	<ul style="list-style-type: none"> Current funding levels from OCIO, OCFO, Center and Mission Directorate input. Contract values, scope and periods of performance. Additional cost analysis initiated by BSSC, as needed.
<ul style="list-style-type: none"> What are there external requirements (OMB circulars, legislative policy, external audits) that drive requirements? How are we performing against those? 	<ul style="list-style-type: none"> Provide current data on external mandates that the council will need to know about in order to make an informed decision.
<ul style="list-style-type: none"> Does the business service exist in private industry or in other agencies? Is there a federal preferred service provider? 	<ul style="list-style-type: none"> BSA assessment which includes information on private industry and other federal agencies. Additional assessment initiated by BSSC on private industry/other agency options, as needed.
<ul style="list-style-type: none"> Are there time critical issues related to this decision package? 	<ul style="list-style-type: none"> BSA assessment data. Input to PPBE 2017.
<ul style="list-style-type: none"> Are there <i>Intra-Center/Inter-Center/Cross Functional/External stakeholder</i> work package relationships and interdependencies? Are there geographic dependencies of locally provided services? What are the risks to the business service and programs under the current operating model? 	<ul style="list-style-type: none"> Provide additional data that the council will need to know about in order to make an informed, risk based decision regarding impact of changes to dependencies. Provide data on potential risks under the current model.
Key Issues to Address for the Functional Area	Supporting Facts as Required per Decision
<ul style="list-style-type: none"> What is the current management and operating model of IT across NASA (Agency and Centers)? Is the model effective? In its current state, does it achieve optimization of IT services across NASA? Are the goals and objectives of NASA Strategic Plan and associated IT strategic plan fulfilled through the current state? What is the strategic and leadership framework to ensure oversight, decision-making and transparency? Is the current IT Governance model effective for the current and future missions? Does the current IT Governance model provide for the optimization and decision authority level that allows for significant IT improvement IT services for NASA? How is the IT business service ensuring effective integration of IT across NASA? Are the IT services functioning as it is intended? Could the current model be considered the ideal target state? 	<ul style="list-style-type: none"> Provide current data on strategic goals and priorities, governing structures, leadership and strategic frameworks, etc. that the council will need to know about in order to make an informed decision. Provide current data on how the target state of the business model and how the current state compares. Provide current data on strategic and leadership framework to show how decisions are made.



2015 Work Plan

- Work Plan was established by the BSSC with input from the Center POCs (Associate Center Directors) and the Agency Business Leaders (via questionnaire and meetings).
- The Mission Support Council (MSC) approved the following Deep Dive areas for 2015:
 - Procurement (May 1, 2015 – Nov 1, 2015)
 - Human Capital (July 1, 2015 – Jan 1, 2016)
 - Budget Management (Sep 1, 2015 – Mar 1, 2016)
 - Facilities. (Nov 1, 2015 – May 1, 2016)
- All areas recommended for assessment have high impact potential and demonstrated Leadership commitment.